



ST. MARY UNIVERSITY
SCHOOL OF GRADUATE STUDIES

**THE EFFECT OF CUSTOMER RELATIONSHIP
MANAGEMENT ON CUSTOMER SATISFACTION IN THE
CASE OF ETHIO TELECOM, ADDIS ABABA**

BY
MESKEREM ESKINDER

JULY 2021
ADDIS ABABA

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DECLARATION

I, the undersigned, declare that this thesis entitled “THE EFFECT S OF CUSTOMER RELATIONSHIP MANAGEMENT ON CUSTOMER SATISFACTION IN THE CASE OF ETHIO TELECOM, ADDIS ABABA” is my original work, prepared under the guidance of Mohammed Mohammednur (Asst. Prof.). All sources of materials used for this thesis have been duly acknowledged. I further confirm that the thesis has not been submitted either in part or full to any other higher learning institution for the purpose of earning any degree.

Name

St, Mary’s University, Addis Ababa

Signature

July, 2021

ENDORSEMENT

This thesis has been submitted to St. Mary's University, School of Graduate Studies for examination with my approval as a University advisor.

Advisor

St, Mary's University, Addis Ababa

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July, 2021

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ABBREVIATION AND ACRONYMS

| | |
|----------|----------------------------------|
| CAAZ | Central Addis Ababa Zone |
| CRM | Customer Relationship Management |
| EAAZ | East Addis Ababa Zone |
| NAAZ | North Addis Ababa Zone |
| RM | Relationship Marketing |
| SAAZ | South Addis Ababa Zone |
| SERVQUAL | Service Quality |
| SWAAZ | South-West Addis Ababa Zone |
| WAAZ | West Addis Ababa Zone |

ABSTARCT

The main objective of this study is to investigate the effect of customer relationship management on customer satisfaction in the case of Ethio Telecom company in Addis Ababa. Quantitative research approach along with Explanatory research design were adopted to address the specific objectives of the study. Population of the study was Ethio Telecom service subscribers, of which a sample size of 385 was selected by using convenience non-probability sampling technique. Structured questionnaires were used to collect primary data from the targeted sample respondents. Of which, 305 valid and usable responses were obtained and utilized for analysis. SPSS version 20 statistical tool was also used for carrying out both descriptive and inferential statistics analyses. Multiple linear regression model was implemented to investigate the relationship between customer relationship management and customer satisfaction. Results of the findings revealed that network quality, perceived value, loyalty program and relational experience dimensions of customer relationship management had strong and positive relation with customer satisfaction in the context of Ethio Telecom's service subscribers. The model significantly explained 71.0% ($p < .05$) of the variance in customer satisfaction through variation in customer relationship management attributes. Network quality had relatively the highest positive and statistically significant effect on customer satisfaction followed by loyalty program offered by the company. Perceived value and relational experience showed the least influence on customer satisfaction. It can be concluded that exerting more effort on building efficient and effective customer relationship management escalates level of subscriber's satisfaction in Addis Ababa. Managements of Ethio Telecom shall work on the improvement of network quality and implementation of more loyalty programs would improve their customer's satisfaction more.

Key words: Customer Relationship Management, Customer Satisfaction; Network Quality; Perceived Value; Loyalty Program

CHAPTER ONE

INTRODUCTION

1.1. Background of the Study

Changes in an increasingly fast business world require companies to respond strategically to changes that occur. However, now a day, the main problem is how companies can attract customers and keep them in order to survive and grow in ever-changing business environment. To win customers and encourage them to stay loyal or repurchase the service, most companies have resorted to meeting and satisfying customer needs proactively and also interested in finding new means to satisfy their customers (Winer, 2011). Most companies are aiming for good customer relationship which means better service to the customer thereby preventing the customer from being promiscuous.

CRM is the process of identifying customers, creating knowledge, building customer relationships, and shaping customer perceptions of the organization and its solutions (Kotler & Keller, 2007). It is the process of managing detailed information about each customer and carefully managing all the "touch points" of customers in order to maximize their loyalty. Luke (2011) said that the success of CRM is determined by four main factors: technology, people, process, and knowledge and insight. CRM practices are the values and strategies or relationship marketing with particular emphasis on customer relationships turned into practical application - satisfying customers ultimately.

Customer satisfaction conceptually has been defined as feeling of the post utilization that the consumers experience from their purchase (Um, 2016). Opposite to cognitive focus of perceptions, it is deemed as affective response to a products or services. A consumer is deemed to be satisfied upon the experience weighted sum total produce a feeling of enjoyment when compared with the expectation (Choi & Chu, 2013).

Customer requirements for quality products and service in service industry have become increasingly evident to professionals. Customer relationships are a strategic asset of the organization and customer satisfaction is the starting point to define business objectives (Lam & Zhang, 2009; Yen & Su, 2014, Gruen, 2010). In this context, positive relationships can create customer's higher commitment and increase their return rate. Long-term and reciprocally

advantageous relationships between customers and the telecom service providers is becoming progressively important as highly positive relation between subscriber's overall satisfaction levels and the probability of their demand to further services(Choi & Chu, 2011). In this regard, telecom service providers are increasing their investments to improve service quality and the perceived value for subscribers so as to achieve better customer satisfaction, thus, resulting in better relationships with each customer (Jones, 2007).

Nevertheless, marketers' responses to CRM implementation appear to have neglected customers' opinion in relation to understanding consumer attitudes, even as an indirect target audience. Kim (2012) argues that to date there remains a lack of attention regarding the customer's point of view verses CRM activities of firms. Previous studies on CRM are from supplier perspective. Some of these empirical works have focused on CRM strategy and its outcomes such as the causal relationships between CRM strategy and organizational performance (Verhoef, 2003; Reinartz, 2004), and focused more of in relation to business to business (B2B) customer's loyalty (Smith, 2009; Arkoush, 2011). Despite the importance of input from these studies, the perception of both individual and corporate customer is overlooked area in CRM research (Kim, 2012). According to Padmavathy, Balaji and Sivakumar (2012) only few studies have investigated and measured CRM effectiveness from customer perspective.

Ethio Telecom is mainly a telecommunication service provider in the country. It has got its current status since 2010 as a part of the first Growth & Transformation Policy (GTP) following the federal government's pronouncement to focus on improving telecom services, taking them as key to national development. The company is at the verge of privatization and two international companies are underway to acquire about 40 percent of its share (Fortune, 2021). According to Frehiwot (2021), CEO of Ethio telecom, the new acquisition is expected to enable the company to crowd an additional 5.2 million new customers but the fear of customers' switch-over to the new companies has become still a straining bottleneck.

In Ethiopian context, one of the pioneer companies that implement CRM practice is Ethio Telecom. Despite monopolized by government, it seeks to increase its service quality through offering telecom and information technology products so as to exceed the expectation of its existing and potential customers. However, though the company has already been participating in CRM initiatives for a while, the information provided for the consumer about their involvement

is limited or non-existent. This action-theory gap leads to missing the opportunity to assist the consumer to think clearly or abstractly about the extent to which the company has built and manage the customer relationship with its customers (Mastewal, 2014; Dawit, 2016).

It worth to conduct a study to examine customer's perception towards CRM practices and its effect on customer satisfaction so as to address this concern. Specifically, the study was, thus, conducted in Ethio Telecom by assessing the tele service subscribers' attitude towards its CRM practices and their satisfaction. The study regards the customer as a major factor to consider for effectiveness of the CRM implementation of Ethio Telecom. The study would provide insight to customers' evaluation of CRM and examines the relation between CRM and its outcome on customer satisfaction.

1.2. Statement of the Problem

Customer satisfaction is an important target of marketing strategies and achieving it through quality service is a condition that is expected by service provider companies. To maximize profitability and assure sustainability in the market, firms are increasingly adopting more customer-driven initiatives that seeks to understand, attract and satisfy to retain and build long term relationship with profitable customers (Kotler, 2012). For the fact that the cost of reaching new customers is much greater than maintaining existing ones. Amongst the various efforts are made by business companies to achieve these goals to build competitive advantage, CRM is an effective and important tool that companies can use to gain a strategic advantage and sustainability. Thus, firms need better understanding of their customers.

CRM practices help organizations to work smarter by optimizing services to the customers for exceeding their expectation results in maximizing their revenue (Zelalem, 2018). Companies try to use unique strategies to exceed the expectation of their current customers instead of customer acquisition which needs more investments. To reach this purpose new and different tools and mindset are required. Also considering human and organizational resources as much as technological capabilities is necessary to manage good relation with the customers (Keramati, 2008).

Nevertheless, in monopolized companies, marketers' responses to CRM implementation appear to have neglected customers' opinion in relation to understanding consumer attitudes, even as an

indirect target audience. Kim, Park, Dubinsky & Chaib (2012) argue that to date there remains a lack of attention regarding the customer's point of versus CRM activities of firms. Although extant literature does provide helpful insight into the company's point of view, researchers have shown little concern regarding customers' attitude toward CRM activities (Kim, 2012). For those companies already participating in CRM initiatives, the information provided for the consumer about their involvement may be limited or non-existent, missing the opportunity to assist the consumer to think clearly or abstractly about the extent relationship they make with their suppliers.

In 2020 many businesses such as telecoms and other service providers realized the importance of CRM and its potential to help them acquire new customer, retain existing ones and maximize their lifetime value. In realization of this fact the companies deployed CRM besides serving their customers with range of services, to create lifetime value for customers, enhance customer relationship quality, and retain their existing customers and becoming more customer-focused. Despite the fact that CRM has emerged as a major business strategy, little research has been conducted to evaluate its effectiveness (Kim, 2003) and effect on customer satisfaction.

In Ethiopian telecom industry, despite monopolization, Ethio Telecom has implemented CRM strategies to enhance customer satisfaction to retain and make them loyal in the long run. Some of the practices include improving network quality, creating more superior customer value, enhancing customer relational experience and the introduction of loyalty programs (Frehiwot, 2019). However, on the ground, Ethio Telecom couldn't be separated from problems related to customer satisfaction. According to the company's customer complaints' database (2021), the number of customer complaints from September – December 2021, there was 6% escalation in the number of complaints of customers at Ethio-Telecom on average. The increase in the number of customer complaints indicates the increasing number of customers who are not satisfied with the product, service and lack of clarity of employees in conveying information to customers. Ethio Telecom should take competitive advantage in improving customer satisfaction that will ultimately increase loyalty and keep trying to minimize the weaknesses that cannot be utilized by new entrant competitors. Therefore, this research is very important to do.

Most of the studies done on CRM in Ethiopia are from service provider perspective. Some of these empirical works have focused on CRM strategy and its outcomes such as the causal

relationships between CRM strategy and customer loyalty and company performance (Aynalem, 2012; Mastewal, 2014; Dawit, 2016). Despite the importance of input from these studies, surprisingly overlooked area in CRM research has been the customer (Kim, 2012). In fact, according to Padmavathy, Balaji and Sivakumar (2012) only few studies have investigated and measured CRM effectiveness from customer perspective. It is essential to know for firms how effective their CRM activity perceived by customers and its effect on customer satisfaction.

As an employee of Ethio Telecom, Ethio Telecom will not continue as it is now because the researcher is one of the company's customer service employee and had the opportunity to serve at least two hundred and eighty customers every day for three years. They say that the company has used monopolistic as an advantage and that he will not solve the customer's problem quickly because there is no other provider besides me. As a result, it is believed that if Ethio Telecom customers join another better service provider, more customers will go to another company.

Thus, the aim of this study was to investigate the effect of customer satisfaction in the case of Ethio Telecom in Addis Ababa. The output of this study is believed to fill the action-theory and methodological gaps through investigating the effect of CRM on customer satisfaction in Ethiopian context. Understanding of the customer's expectation in regards to company's relationship management practices and investing on its improvement would bring more customer satisfaction that leads to brand loyalty in the long run.

1.3. Research Question

The main research question is what is the effect of customer relationship management on customer satisfaction in the case of Ethio Telecom in Addis Ababa? Specifically, in the context of Ethio Telecom customers in Addis Ababa:

1. What is the effect of Ethio Telecom's network quality on customer satisfaction?
2. Does perceived value of Ethio Telecom service affect customer satisfaction?
3. What is the effect of Ethio Telecom's relational experience on customer satisfaction?
4. What is the effect of Ethio Telecom's loyalty program on customer satisfaction?

Question 1.

1.4. Objectives of the Study

1.4.1. General Objective

The main objective of this study was to evaluate the effect of customer relationship management practices on customer satisfaction in the case of Ethio Telecom in Addis Ababa.

1.4.2. Specific Objectives

1. To investigate the effect of network quality dimension on customer satisfaction
2. To evaluate the effect of perceived value dimension on customer satisfaction
3. To analyze the effect of relational experience dimension on customer satisfaction
4. To investigate the effect of loyalty program dimension on customer satisfaction

1.5. Significance of the Study

This study provides empirical support for the effect of CRM practices on customer satisfaction in the in the Ethio Telecom service industry in Ethiopia.

The managers of Ethio Telecom will find new information on the factors influencing the buying behavior of customers and come up with strategies to address the ever-changing customer needs to enhance customer satisfaction.

Further the information derived from this study will guide managers in designing workable CRM practices in order to create and deliver customer value, thereby achieving customer satisfaction and customer retention.

Marketing students and scholars will benefit from this research as a source of literature in the customer relationship management practices. The students/scholars will also gain new knowledge and insight on the importance of customer relationship management practices and customer satisfaction. Besides, it may serve as a spring board for further research in this specific area. It will contribute in providing a ground for future research area to investigate customers' view of CRM implementation activities in large scale and in different industry as well.

1.6. Scope of the Study

The scope of the study is delimited in terms of geographically, conceptually, and methodologically to make the study manageable. The survey was conducted on customers of Ethio Telecom in Addis Ababa. It excluded other customers out of the capital city intentionally as the study participants were almost homogeneous throughout the country. Thus, geographically the scope was limited for the fact that it is economical and representative of the targeted study population.

Conceptually, the study was also delimited to CRM theories in relation to customer satisfaction. It constitutes five independent dimensions of CRM practices namely network quality, customer relational experience, perceived value and loyalty program which determine the outcome of customer satisfaction. Other factors like service quality, service charge, variety of telecom, privacy invasion or ethical issues that affect customer satisfaction were not included in this study intentionally as they are out of the scope.

Methodologically, the scope was also delimited to customers or subscribers of Ethio Telecom. Employees and other stakeholders are excluded as the study sought to investigate the effect of CRM on customer satisfaction.

1.7. Limitation

- ▶ Lack of cooperation of the respondents.
- ▶ CRM has no less than ten dimension, but only four are included in this study.

1.8. Organization of the Study

This study is organized into five main chapters. Introduction part of the study, covering study background, problem statement, the research goals, hypotheses, scope and purpose of the study is stated in the first chapter. The second chapter deals with the review of the related literature. It involves theory, conceptual and analytical discussions leading to the identification and conceptual framework for addressing the identified research gap. The third chapter is all about research design along with its approach, study population, methods of sampling, sample size, data collection tools, data analysis, and presentation methods. Chapter four, finally, displays demographic features, statistical analyses (both descriptive and inferential), results of the findings, and their specific interpretations. A review of the key findings, conclusion and recommendations are depicted in the last chapter.

CHAPTER TWO

REVIEW OF THE RELATED LITERATURE

2.1. Theoretical Review

2.1.1. Concept of Customer Relationship Management

CRM practices is defined as, “systems that focuses on managing the relationship between a company and its current and prospective customer base, as a key to success, (Gebert, 2003). It further, means developing a comprehensive picture of customer needs, expectations and behaviors and managing those factors to affect business performance. CRM activities help in building long lasting relationships and these relationships give company’ joy of retained customers. Relationship marketing is a way to obtain trust and satisfaction, which in turn ensures sustainable success of an organization, (Lo, 2012). It is also regarded as part of sales function; as sales department study buying habits and trends of customers and try to match service level.

CRM practices have attracted the attention of both marketing practitioners and researchers over the last decade. Despite, or maybe due to, the attention drawn to the subject, a clear agreement on what CRM practices is and especially how CRM practices should be developed remains lacking. A CRM practice is the values and strategies or relationship marketing with particular emphasis on customer relationships turned into practical application. (Peelen, 2006). CRM practices are a strategy view of how to handle customer relationship from a company perspective. “The strategy deals with how to establish developed and increase customer relation from profitability perspective, based upon the individual customer needs and potentials.

The basic underlying CRM practice is that the basis of all marketing and management activities should be the establishment of mutually beneficial partnership relation with customers and other partners in order to become successful and profitable” (Ghavami, 2006). “A CRM practice is the integration of customer focuses in marketing, sales, logistics, accounting i.e., in all parts of the organization operation and structure. Those are the activities a business performs to identify, qualify, acquire, develop and retain increasingly loyal and profitable customers by delivering the right products or services to the right customer through the right channel at the right time and the right cost” (Johansson and Storm, 2002).

CRM is born from relationship marketing and is simply the practical application of long-standing relationship marketing principles which have existed since the dawn of business itself (Gummesson, 2004). Most marketers view the concept of customer relationship management in a broader sense. Although CRM has become widely recognized as an important business approach, there is no universally accepted definition of CRM (Rigby, 2002; Yim, 2004; Zabhal, 2004). As such, there is still much debate over exactly what constitutes CRM. Broader perspectives began to emerge in a number of definitions that started to focus on considering CRM as an organization-wide effort that centered on building and maintaining profitable customer relationships (Akroush, 2011).

Broader Customer relationship management is the overall process of building and maintaining profitable customer relationships by delivering superior customer value and satisfaction. It deals with all aspects of acquiring, keeping, and growing customers (Kotler & Armstrong, 2012). Hence, CRM tools are activities by business organizations to manage customer interactions across channels and department, including marketing, sales, customer service and technical support (Chaney, 2013). As stated by Kotler and Armstrong (2012), customers buy from the firm that offers the highest customer perceived value, the customer evaluation of the difference between all the benefits and all the costs of market offering relative to those of competing offers. Importantly, customers often do not judge values and costs “accurately” or “objectively.” They act on perceived value (Kotler and Armstrong, 2012).

Though the competitive advantage for any enterprise can be gained only by leveraging knowledge of customers’ expectations, preferences and behavior which involve creating an ongoing dialog with customers and exploiting the information and insight obtained at all customers touch points as argued by Payne (2005). Kotler & Armstrong (2012) indicated that mostly companies try to increase customer satisfaction by lowering price or increasing the service which results in lower profit. However, firms through effective CRM tools can generate customer value profitably without giving away their profit. The philosophical rationale behind the importance of and the need for CRM lies in the importance of cooperative and collaborative relationship between buyers and sellers (Akroush, 2011). Another view of CRM is that it is technologically orientated. Sandoe, Corbitt and Boykin (2001) argue that advances in database

technologies such as data warehousing and data mining, are crucial to the functionality and effectiveness of CRM systems.

2.1.2. Dimensions of Customer Relationship Management

CRM practices can best be described as an evolution of marketing from product or brand management to customer management (Peelen 2006). According to Xu and Yen (2002) states that successful companies will use customer information to build relationships on the levels that customers want them and by organizing the information about each customer a singular view can be made of each client throughout the company no matter how many customers they have.

2.1.2.1. Network Quality

Provision of a reliable service which can satisfy customers, is critical for retaining customers and a tool to protect organizations from customer churn (Brown & Gulycz, 2001). The relationship between service quality and customer satisfaction is somewhat reciprocal. Previous research on this relationship can be divided into two schools of thoughts, one considers a satisfied customer perceived highly about service quality (Brown & Gulycz, 2001), and the other argue that service quality leads to customer satisfaction (Antreas & Opoulos, 2003). Nevertheless, both schools agree that there is a strong correlation between customer satisfaction and service quality.

Availability, reliability and stability of the network are key in customer satisfaction. Equally, the extent of signal coverage is an important determinant in customer loyalty. With the onset of money transfer services, real time delivery of transactional messages is now essential. To this extent, measurement of customer satisfaction in relation to network performance is important. SERVQUAL model developed by Parasuraman (1988) suggested that there is a difference between customer satisfaction and the provider's actual service performance.

2.1.2.2 Perceived Value

Perceived value has its root in equity theory, which considers the ratio of the consumer's outcome/input to that of the service provider's out- come/input (Oliver & DeSarbo, 1988). The equity concept refers to customer evaluation of what is fair, right, or deserved for the perceived cost of the offering (Bolton and Lemon, 1999). Perceived costs include monetary payments and non-monetary sacrifices such as time consumption, energy consumption, and stress experienced

by consumers. In turn, customer-perceived value results from an evaluation of the relative rewards and sacrifices associated with the offering.

Customers are inclined to feel equitably treated if they perceive that the ratio of their outcome to inputs is comparable to the ratio of outcome to inputs experienced by the company (Oliver, 1988). And customers often measure a company's ratio of outcome to inputs by making comparisons with its competitors' offerings. Customer value is "the fundamental basis for all marketing activity" (Holbrook, 1994, p. 22). And high value is one primary motivation for customer patronage.

2.1.2.3. Customer Relational Experience

Gilmore, 1990). Customer satisfaction is based on experiences in the interpretation of the exchange relationship in the marketplace. The ongoing buyer seller relationships take many different forms. The buyer's perception of the effectiveness of the exchange relationship is a significant mobility barrier and potential competitive advantage for the seller that insulates from price competition.

Relationship Quality emerged from the field of Relationship Marketing (RM). Due to the importance of relationship marketing in today's businesses, relationship quality is essential for assessment of relationship strength and the satisfied degree of customer needs and expectations (Crosby & Cowles, 1990; Smith, 1998). Successful exchange events can finally lead to an enduring buyer-seller relationship if they are properly treated from both a buyer and a seller's perspectives (Crosby, 1990).

2.1.2.4. Loyalty Programs

Loyalty programs have long been an important element of customer relationship management for firms. Information technology that enables firms to practice individual level marketing has facilitated the spread of loyalty programs into such diverse industries as gaming, financial services, and retailing (Deighton, 2000). Actually, academic researchers have begun to study loyalty programs. Behaviorally oriented researchers, such as Soman (1998) and Kivetz and Simonson (2002), have studied the effect of delayed incentives on consumer decisions. Neslin (2003) has proposed analytical models to study the impact of loyalty programs in categories with

different structures. This study contributes to the literature that is focused on empirically measuring response to loyalty programs (Sharp & Sharp 1997).

Loyalty programs that base rewards on cumulative purchasing are an explicit attempt to enhance retention. Such programs encourage repeat buying and thereby improve retention rates by providing incentives for customers to purchase more frequently and in larger volumes (Deighton, 2000). However, dynamically oriented promotions, such as loyalty programs, represent just one possible technique for increasing customer retention. Repeat buying may also be encouraged through various means such as short-term discounts on goods or reduced shipping charges. Therefore, it is important to develop models that can simultaneously estimate the influence of dynamic and current factors on long term customer behavior (Neslin, 2003).

In contrast to previous models, the current model considers the impact of previous purchasing activity and customer expectations. The underlying behavioral assumption is that a reward program can motivate customers to base their purchasing decisions both on the current environment and on a long-term goal of achieving a frequent buyer reward. In other words, an effective reward program can encourage customers to make decisions that maximize expected utility over an extended time horizon rather than at each purchase occasion. This assumption is consistent with previous findings in the literature that expectations of the future can affect consumers' current-period decisions (Lemon, White & Winer 2002).

The empirical section of this article uses individual-level customer data from an Internet grocer to develop a dynamic model of customer retention. The model identifies the key factors that influence customers to make repeat purchases over time. A loyalty program that bases awards on the level of purchasing over a specified period is a prime example of such a decision problem (Bult, 1995). A further benefit of dynamic programming methods is that the estimated coefficients can be used to conduct simulations that replicate the consumer's dynamic decision process.

The primary contribution of this research is a framework for modeling the influence of a reward program and other marketing instruments on customer retention. Firms have multiple options for their promotional budgets, so models that can quantify the long-term effects of loyalty programs and other options (e.g., pricing, coupons, shipping fees) can help the firm justify its choices.

Although most database marketing applications focus on tasks such as customer scoring that are designed to maximize the profitability of single period mailing efforts (Bult & Wansbeek 1995), the current research focuses on customers' response to a range of marketing instruments over an extended period.

The model provides the means to support multi-campaign direct marketing in environments in which customers have a dynamic orientation. In terms of substantive findings, the results suggest that the loyalty program under examination is successful in changing customer behavior and in motivating customers to increase purchasing (Nicholls, 1989). In addition to a statistically significant estimate for the loyalty reward parameters, formulations that assume that customers are dynamically oriented fit better than do models that do not include a dynamic structure.

There are several theoretical reasons the reward-based loyalty program being studied should positively affect both customer retention and customer share development. First, psychological investigations show that rewards can be highly motivating (Latham & Locke 1991). Research also shows that people possess a strong drive to behave in whatever manner necessary to achieve future rewards (Nicholls, 1989). According to Roehm, Pullins & Roehm (2002), it is reasonable to assume that during participation in a loyalty program, a customer might be motivated by program incentives to purchase the program sponsor's brand repeatedly. Secondly, because the program's reward structure usually depends on prior customer behavior, loyalty programs can provide barriers to customers' switching to another supplier. For example, when the reward structure depends on the length of the relationship, customers are less likely to switch (because of a time lag before the same level of rewards can be received from another supplier). It is well known that switching costs are an important antecedent of customer loyalty (Dick and Basu 1994; Klemperer 1995).

2.1.3. Concept of Customer Satisfaction

Customer satisfaction is perceived as a relative judgment that considers the qualities versus the cost and efforts obtained through a purchase (Ostrom & Lacobucci, 1995). Customer satisfaction is considered as important outcome of a buyer-seller interaction (Roos, 2006; Smith and Barclay, 1997). The literature contains two general conceptualizations of customer satisfaction: transaction-specific satisfaction and cumulative satisfaction (Bolton and Drew, 1991; Cronin and

Taylor, 1994; Shankar, 2003). While transaction-specific satisfaction may provide specific diagnostic information regarding a specific product or service encounter, cumulative satisfaction resulting from a series of transactions or service encounter is a more fundamental indicator of a firm's past, current and future performance (Anderson, 1997; Lam, 2004; Oliver,1997). Therefore, this study focuses on cumulative satisfaction and defines satisfaction as the emotional state developed from a relationship that resulted from customer interactions over time.

The notion of customer satisfaction is part of a wider focus on building total customer value, which can be defined as: "the perceived monetary value of the bundle of economic, functional and psychological benefits customers expect from a given market offering" (Kotler and Keller, 2009). Zeithaml and Bitner (2000), define customer satisfaction as follows: "Satisfaction is the customer evaluation of a product or service in terms of whether that product or service has met their needs and expectations.

Customer satisfaction has been fundamental to the marketing concept for over three decades (Parker and Mathews, 2001). It is widely recognized in the good and service sectors that customer satisfaction as the main performance indicator and the key to success for any business organization. However, the intangible nature of customer satisfaction makes the term hard to measure. Therefore, many researchers attempt to discover the antecedents and consequences of customer satisfaction in order to provide a better understanding of 16 customer, increase market share and profitability, reduce cost and enhance product or service performance as well as internal quality control (Ndubisi and Chan, 2005). Asimow (1962) contrasted and discussed customer behavior model and reported that customer satisfaction result in repeated purchase and emphasize the importance of customer satisfaction for the organization. In early 1970s, Anderson (1973) and Miller (1972) investigated customer satisfaction based on the expectation and perceived product performance. Churchill (1982) study identify the antecedent and construct measurement of customer satisfaction based on disconfirmation paradigm.

The conceptual relationship between customer satisfaction and service quality has generated mixed results among researchers. Anderson (1994) points out a distinction between customer satisfaction and future experience a customer gets when he comes into contact with a product or service and value received. Recent studies have also pointed out that service quality is an antecedent of customer satisfaction (Anderson and Sullivan, 1993; Cronin & Taylor, 1992).

There is however, consensus that further studies would have to be done on this issue. Satisfaction is based on the customer's previous experiences with the service provider, advice of friends and associates, competitors offering and information from marketers (Kotler, 1997). It has also been argued that satisfaction/dissatisfaction with a product or pleasure will lead to satisfaction. In contrast, negative emotions such as grief, sadness, distress, sorrow, regret, disappointment, anger, agitation, will engender dissatisfaction (Zeithaml and Bitner, 2000). Services are influenced by customers' state of mind and emotions, even Positive feelings such as happiness, excitement.

2.1.4. Customer Relationship Management and Customer Satisfaction

Despite substantial investments in CRM applications, there is a lack of research demonstrating the benefits of such investments (Mithas, 2005). According to Mithas (2005), CRM applications are likely to have an effect on customer satisfaction for at least three reasons. First, CRM applications enable firms to customize their offerings for each customer. By accumulating information across customer interactions and processing this information to discover hidden patterns, CRM applications help firms customize their offerings to suit the individual tastes of their customers. Customized offerings enhance the perceived quality of products and services from a customer's viewpoint. Because first, quality is a determinant of customer satisfaction, it follows that CRM applications indirectly affect customer satisfaction through their effect on perceived quality. In addition to enhancing the perceived quality of the offering, CRM applications also enable firms to improve the reliability of consumption experiences by facilitating the timely, accurate processing of customer orders and requests and the ongoing management of customer accounts. An improved ability to customize and a reduced variability of the consumption experience enhance perceived quality, which in turn positively affects customer satisfaction.

CRM applications also help firms manage customer relationships more effectively across the stages of relationship initiation, maintenance, and termination (Reinartz, 2004). In turn, effective management of the customer relationship is the key to managing customer satisfaction. Armstrong and Kotler (2009) considered relationship marketing as a kind of index for customer satisfaction, and they believed that the maintenance of excellent relationship marketing between the firm and customers would be beneficial in increasing customer satisfaction. According to

Jamal & Naser (2002) customer satisfaction is based not only on the judgment of customers towards the reliability of the delivered service, but also on customer' experience with the service delivery process. High level of customer satisfaction leads to increased customer loyalty, intention to purchase, word-of-mouth recommendation, profit, market share, and return on investment (Nguyen, 2007).

2.2. Empirical Review

Pop & Pleau (2006) conducted a case study research on relationship marketing in telecom industry express one of the retail telecom company in Romania. Relationship marketing dimensions was used to measured the implementation of CRM in the telecom from customer perspectives.

Hassan (2015) with regards to his studies on Shell Pakistan proposed that, CRM significantly impact on customer satisfaction and customer retention and all variables positively relates. The study concludes that, the implementation of CRM grows a company's market size, enhances outputs, and establishes long term customer relation due to the customer in-depth knowledge gain.

Availability, reliability and stability of the network are key in customer satisfaction. Equally, the extent of signal coverage is an important determinant in customer loyalty. With the onset of money transfer services, real time delivery of transactional messages is now essential. To this extent, measurement of customer satisfaction in relation to network performance is important. SERVQUAL model developed by Parasuraman (1988) suggested that there is a difference between customer satisfaction and the provider's actual service performance.

Other studies result shows the positive impact of network quality on satisfaction (Hooley, 2005; Payne, 2006; Kolis & Jirinova 2013). Reichheld (1996) noted that, customer satisfaction has been used to measure the efficiency of CRM in organizations in terms of their network quality. Best (2002) indicated that network quality in the telecom industry is the most basic elements which is intended to bring customer satisfaction in industry reflecting in the company's revenue.

Delivering a service performance, which can satisfy customers, is critical for retaining customers and a tool to protect organizations from customer churn (Brown & Gulycz, 2001). Marketing

scholars and practitioners equally emphasize on the issue of customer satisfaction through service (network) quality, which helps in maintaining existing cash flows and guarantee stable future (Teas, 2014; Zeithaml, 2004). While the manufacturing sector is concerned with the repurchase, most of the services depend on the continuity and thus focus on customer satisfaction and retention (Anderson, 2017). In an environment with reduced calling rates such as Ethiopian market, customer satisfaction has now become vital. Based on this notion, the following hypothesis is proposed:

A substantial study in marketing has examined the impacts of CRM on Customer satisfaction. CRM practices allow organizations to gather data on customers from the various points of contacts in order to customize services to suit customer's personal needs and desires. This improves customer's discernment of perceived quality or value and influence satisfaction (Mithas, 2005).

Rastghalam (2014) studied the effects of perceived quality of the service provision on customer satisfaction with respect to the entire customers of Moallem insurance company in Isfahan province (India). His research measured customer satisfaction by the following constructs; service quality, technological services, charge of service, and employees respond to clients. The study concluded that, CRM presents a holistic view of the customer which helps organizations to capitalize on to establish a successful relationship, have access to market opportunities to increase sales and finally provide customer satisfaction (Maleki & Darabi 2010).

Hou (2008) discovered that, CRM positively influenced customer satisfaction in the telecom industry. Thus, through CRM strategies, customers daily faced with issues related to network quality against the service charge they paid. He found out that customers in developing countries in particular complained or do not believe that the value-for-money of telecom services due to their poor infrastructure. From the above discussions, it is established that, a good customer relationship management practice in the insurance industry can lead to customer satisfaction.

The literature also suggests that the existence of relationships among customer value-orientation, and CRM will enhance the implementation of customer-related strategies, and of customer satisfaction programs, as well as impacting positively on their success (Jun, 2012).

Janiszewski (2009) justified the process of consumer behavior describes the basic step that an ultimate consumer goes through in satisfying what customer want in the market which is problem recognition to information search and choice and post decision evaluation.

Prior empirical research has identified perceived value as a major determinant of customer loyalty in such settings as telephone services (Bolton & Drew,1991), airline travel and retailing services (Sirdeshmukh, 2002). Chang (2014) report that customer-perceived value has been found to be a major contributor to purchase intention.

The literature suggests that the existence of relationships among customer-orientation, and CRM will enhance the implementation of customer-related strategies, and of customer retention and satisfaction programs, as well as impacting positively on their success (Kim, 2013).

Relationship quality does not have a widely accepted definition and measures (Singh, 2008). Various dimensions have been put forward to measure relationship quality within marketing researches.

One attempt to conceptualize relationship quality has been proposed by Grosbyetal. (1990), who viewed relationship quality as a high-order construct and should contain at least two dimensions: trust and satisfaction.

Morgan and Hunt (1994) drew commitment-trust theory by proposing that trust and commitment are two basic constructs for measuring relationship quality. By integrating different research viewpoint, Chakrabarty, discussed that relationship quality is measured in terms of trust, commitment, culture, interdependence, and communication.

Otherwise, Lages (2005), from a perspective of business organization rather than consumers, studied that relationship quality reflected the intensity of information sharing, communication quality, long-term orientation and satisfaction with the relationship between the exporter and importer.

Whitten and Green (2007) illustrated that, especially in the context of service markets, high relationship quality perceived by customers is achieved through customer trusts and customer satisfaction, which are two key points for service providers to consolidate stable long-term relationship with their customers, and in turn achieve customer retention and loyalty behavior.

Drèze and Hoch (1998) report on a category specific loyalty program that results in increases for both the specific category and total store traffic. It should be emphasized that studies that question the value of loyalty programs.

Sharp and Sharp (1997) studied the effect of CRM on customer satisfaction in the case of MTN Mobile service provider in South Africa. They found out that applicable loyalty program had positive and significant effect on customer satisfaction and brand loyalty. For a frequency program to be effective in increasing loyalty, it must have a structure that motivates customers to view purchases as a sequence of related decisions rather than as independent transactions

O'Brien and Jones (1995) showed that the major factors that customers consider when evaluating programs are the relative value of awards and the likelihood of achieving a reward.

Rust, Zeithaml, and Lemon (2000) investigated effect of special characteristic of loyalty programs on customer satisfaction. They found out the attractiveness of rewards may change dynamically with a customer's decisions. As purchases are made, both the customer's investment in the program and the customer's likelihood of earning a reward increase.

Despite the theoretical arguments in favor of the positive effect of loyalty programs on customer satisfaction, several researchers have questioned this effect (e.g., Dowling and Uncles 1997; Sharp and Sharp 1997).

In contrast, Bolton, Kannan, and Bramlett (2000) show that loyalty programs have a significant, positive effect on customer satisfaction. This study builds on the theoretical argument in favor of the positive effect that loyalty programs have on customer satisfaction.

H1 – Network Quality has significant and positive effect on customer satisfaction

- **Customer Relationship Management (CRM)** is a set of customer-oriented activities supported by organizational strategy and technology, and is designed to improve customer interaction in order to build customer loyalty and increased profit over time (Padmavathyetal., 2012, p. 249).

H2 – Perceived Value has significant and positive effect on customer satisfaction

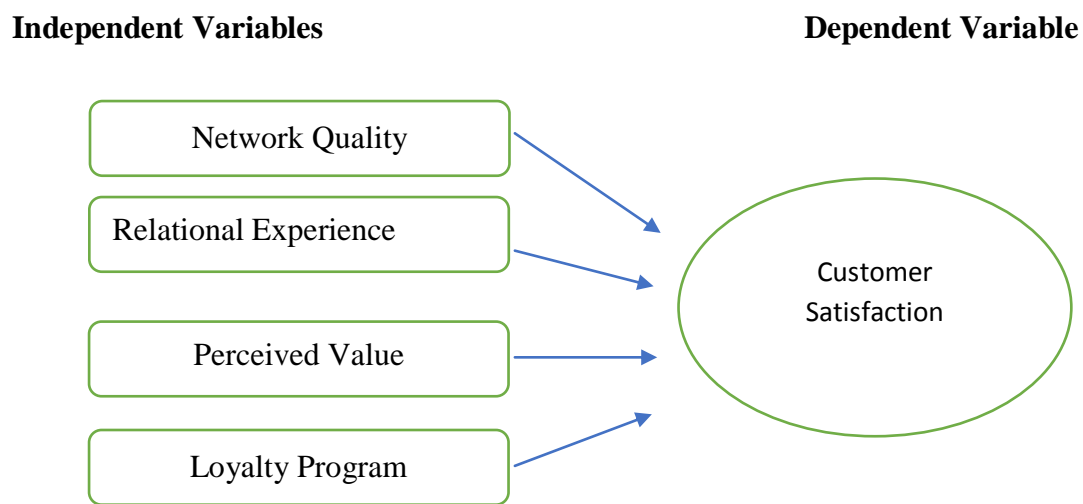
- **Network quality-** Is the availability, reliability and stability of the network which provides customer satisfaction. Equally, the extent of signal coverage is an important determinant in customer loyalty (Brown & Gulycz, 2001, p. 260).
- H3 – Customer relational experience has significant and positive effect on customer satisfaction
- **Customer experience dimension** Perceived value- Refers to customer evaluation of what is fair, right, or deserved for the perceived cost of the offering (Padmavathy, 2012, p. 260).
- **Relational experience** - This is the process of consumer behavior that describes the basic step that an ultimate consumer goes through in satisfying what customer want in the market which is problem recognition to information search and choice and post decision evaluation (Pine and Gilmore, 1990; p. 261).

H4 – Loyalty program has significant and positive effect on customer satisfaction

- **Loyalty programs--** A reward program offered by a company to customers who frequently make purchases. A loyalty program may give a customer advanced access to new products, special sales coupons or free merchandise. Customers typically register their personal information with the company and are given a unique identifier, such as a numerical ID or membership card, and use that identifier when making a purchase. (Padmavathy, 2012, p. 261).
- **Customer satisfaction-** Customer satisfaction refers to the extent to which customers are happy with the products and services provided by a business. Customer satisfaction levels can be measured using survey techniques and questionnaires. Gaining high levels of customer satisfaction is very important to a business because satisfied customers are most likely to be loyal and to make repeat orders and to use a wide range of services offered by a business (Zeithaml & Bitner ,2000).

2.3. Conceptual Framework and Hypothesis Formulation

Conceptual framework is a system of variable relationships that is logically designed to present the systematic view of the research problem. It specifies more exactly the variables to be studied i.e., independent and dependent variables. This study demonstrated how customer satisfaction depends on such variables as network quality, perceived value, customer relational experience and loyalty programs. This study uses the Bagozzi (1992) model which relates perception and attitudes to behavior as the conceptual foundation for its analysis. The diagrammatic relationship between the independent and dependent variables is summarized in the figure 2.1 below;



(Source: Developed by Bagozzi, 2014)

Figure2.1: Conceptual Framework of the Study

Based on the related theoretical and empirical literature review, it can be understood that there is a relationship between customer relationship management and customer satisfaction. The following hypotheses were proposed to test them empirically.

- **Relational experience** - This is the process of consumer behavior that describes the basic step that an ultimate consumer goes through in satisfying what customer want in the market which is problem recognition to information search and choice and post decision evaluation (Pine and Gilmore, 1990; p. 261).

CHAPTER THREE

RESEARCH METHODOLOGY

3.1. Research Design

In order to address the research gap identified and to meet the specific objectives, explanatory research designs was employed. According to Riaz (2011) explanatory research is conducted in order to identify the extent and nature of cause-and-effect relationships. Explanatory research can be conducted in order to assess impacts of specific changes on independent variables that changes the dependent variable. It focuses on analysis of a situation or a specific problem to explain the patterns of relationships between variables. Therefore, this study has applied explanatory research design to investigate the effect of the CRM (independent variables) in terms of network quality, relational experience, loyalty program and perceived value on customer satisfaction (dependent variable)

3.2. Research Approach

In order to meet the objectives of this study, quantitative research approach was applied as it was appropriate for the reason that quantitative research approach involves studies that make use of statistical analyses to obtain their findings. Key features include formal and systematic measurement and the use of statistics to carry out the analysis and its respective interpretation on the data collected through questionnaire -based survey. Since the main objective of this study is to explain the underlying causal relationships between variables, a quantitative research approach has employed. That is, hypotheses on the causal relationships are deduced from existing knowledge (literature), subjected to empirical scrutiny (testing), and, based on the findings are either supported or refused.

3.3. Population, Sample Size and Sampling Procedure

3.3.1. Population

Population of this study includes customers of Ethio Telecom districts in Addis Ababa. Target or study population is the whole community of people or organizations that the researcher or surveyor is interested in drawing conclusions (Kothari, 2003). Referring Ethio Telecom's head-quarter customer database, as of Jan, 2021, the organization currently has a total of 50.7 million subscribers all over the country, of which 6 mil (14%) resides in the capital city (Ethio Telecom, 2021). Due to largeness of Ethio Telecom, the organization in Addis Ababa is structured in six different zones in addition to the Head-Quarter. The six zones are North (NAAZ), South (SAAZ), East (EAAZ), West (WAAZ), South-West (SWAAZ) and Central (CAAZ) Addis Ababa Zone.

The customers are threatened under individual and corporate customer's category. The former refers to the business-to-customer and counted for a total of 3.1 mil, while the latter goes to business-to-business relations that accounted for the rest 0.4 mil customers in Addis Ababa. Thus, the sample frame was considered as both individual and corporate customers registered at the aforementioned six districts in Addis Ababa.

3.3.2. Sample Size

Sampling is the process of selecting a number of study units from a defined study population (Zikmand, 2010). It is economical to take representative sample for the intended investigation when conducting census is unrealistic. Determination of a representative sample size is a critical and important issue as larger sample size may waste time and other vital resources unnecessarily. While samples that are too small may lead to inaccurate results. According to Saunders (2007) researchers normally work to a 95% level of certainty for larger population. Since the number of the population is known but larger than 10,000, taking a total of 384 sample size is statistically valid sample size. There are specific factors need to be considered regarding who to pick, making sure all pockets of the population are included, and the quality of the research basis, but if one can satisfy all those factors, the aforementioned sample size can be considered as representative of the population. In this case, using Cochran sample size determination formula would be appropriate.

$$n = \frac{Z^2 \times p \times q}{(e^2)} = \frac{(1.96)^2 \times 0.5 \times 0.5}{(0.05^2)} = 384$$

Where: $Z^2 = 95\%$ of confidence level and equals 1.96

P = expected prevalence which equals 50%

e^2 = is the level of precision or sampling error and equals 5% (0.05)

Therefore, the targeted sample size was a total of 384 respondents were has taken from customer service outlets at six zonal districts in Addis Ababa. Their distribution based on the stratum (individual/ corporate customer) are depicted on Table 3.1.

Table3.1: Sample Proportion per Stratum

| Zone | Customer Type | No. of Customers | Proportion (%) | Sample Proportion |
|-------------|---------------|------------------|----------------|-------------------|
| Addis Ababa | Individual | 2,322,821 | 0.654 (384) | 251 |
| | Corporate | 1,228,324 | 0.346 (384) | 133 |
| Total | | 3,551,145 | 1.00 | 384 |

(Source: Ethio Telecom Database, 2021)

3.3.3. Sampling Procedure

To select sample respondents from the targeted population of the study, non-probability sampling method specifically convenience sampling technique was applied due to its impracticality to access all customers of Ethio Telecom with in specific period of time to collect data. Thus, it is preferrable to collect data from customers at hand as per convenience of the student researcher. The convenient non-probability sampling approach has been used efficiently in contacting each respondent before the measured or calculated sample size has reached. Therefore, the study considers a total of 384 customers to collect the required primary data.

3.4. Data Source and Data Collection Method

Depending on the objective and the research questions, mainly primary data source has been used for this study. Primary data consists of all data obtained during the study that may be specifically relevant to the purpose of the study. The primary data has collected from responses of self-administered questionnaires. No secondary sources have used for the analysis.

This research is primarily carried out using quantitative data collected through self-administered questionnaire. As suggested by (Creswell, 2009), administering questionnaires allows the researcher to collect data with low cost even when the universe is large and is widely spread geographically, it is free from the bias of the interviewer; answers are in respondents' own words, respondents have adequate time to give well thought out answers. Questionnaire, as a survey instrument is used for collecting the primary data. Respondents who are not easily approachable can also be reached conveniently and large samples can be made use of and thus the results can be made more dependable and reliable. The required data on CRM and consumer satisfaction attributes were collected through a close-ended questionnaire adapted from Kennedy (2015).

The first part of the questionnaire comprises demography of the targeted respondents while the second part refers to CRM and consumer satisfaction. The questionnaire was translated into Amharic by the researcher, and to check its proper translation, it was also retranslated back into English by two different licensed translators.

3.5. Data Collection Procedure

The research was conducted in person for the fulfillment of academic requirement. The data collection has been carried out in two phases. The first phase is for pretesting the data collection instruments' validity and reliability through disseminating a total of 30 questionnaires. Then once confirmed their validity, the questionnaires have been distributed to the targeted respondents. Customers who have subscribed either for telephone service or digital network services has contacted at customer service centers. While, in the second phase, a total of 400 questionnaires had been distributed in person accordingly to the targeted respondents at customer service outlets of six zonal districts in Addis Ababa. The required data were collected, screened and coded for analysis purpose.

Due to the COVID-19 debacle, it was really hard to disseminate questionnaires physically but the student researcher tried to take all the necessary precautions to protect himself as well as the contact persons as well. The contacted respondents filled and returned the questionnaires accordingly after having their full consent and briefed the purpose of the study clearly.

3.6. Scale Validity and Reliability Test

Validity is the degree to which the data collection process correctly calculates what it is supposed to quantify. It is necessary for the pilot to test the questionnaire in order to ensure its validity, the contents of the questionnaire were reviewed by the advisor of this study, corporate managers and marketing managers of Ethio Telecom to check the suitability of the questions, the language (style of expression) and the suggestions implemented to enhance the questionnaire. Finally, after having made all the requisite corrections, it was found reasonable to distribute them to the targeted respondents.

Regarding the reliability test, pre-testing was thus carried out by sending 30 questionnaires to customers at Central Zone (CAAZ) customer service center of Ethio Telecom but the minimum number of questionnaires to be checked by the pilot test has not been less than 10 (Saunders, 2009). The respondents who participated in the pilot test were intentionally excluded from the main survey.

Cronbach's alpha test was carried out to determine the reliability (internal consistency) of the measurement scale. The use of Cronbach Coefficient to calculate the reliability of the instrument allows the strength of the items used in the questionnaire to be calculated in such a way that the measurement between 0.7 and 1.0 implies a good accuracy of the item included in the questionnaire.

The responses further screened for error correction and then

Reliability of the data collection instrument involves the consistency of the result obtained with the instrument. Cronbach's alpha was used to assess the internal consistency of variables in the research instrument. According to Sekaran (2000).

Table3. 2: Reliability Test

| | N | Cronbach's Alpha |
|-----------------------|-----------|------------------|
| Network Quality | 5 | .875 |
| Perceived Value | 5 | .870 |
| Loyalty Program | 4 | .706 |
| Relational Experience | 5 | .757 |
| Customer Satisfaction | 4 | .785 |
| Total | 23 | .829 |

(Source: Own Survey, 2021)

The scale represents as a number between 0 and 1 but the alpha value above 0.7 indicates good reliability of the measurement scale. For this study, thus, a Cronbach's alpha score of .70 or higher is considered adequate to determine reliability. Table 4.1 indicates that the scale reliability was found to be within the acceptable range as all the variables' test scores were found to be above $\alpha = .70$.

3.7. Data Analysis and Presentation

Both descriptive and inferential statistics has used to analyze the quantitative data collected through structured questionnaire. All the variables were coded and entered into the SPSS 20.0 to analyze the collected data. Descriptive statistics is used to describe the usefulness of the data set and examine relationships between variables. In order to describe the data, preliminary descriptive statistics such as frequency, percentages, mean scores and standard deviation has computed. To View the internal consistency of the scale items, Cronbach coefficients (alpha) was also computed.

Multiple regression analysis was performed using the four selected CRM dimensions and customer satisfaction. The four dimensions of CRM namely network quality, relational experience, perceived value and loyalty program are considered as independent variables and customer satisfaction as dependent variable. The basic aim was to see the extent to which the customer satisfaction is affected by the CRM dimensions in terms of coefficient of determination (R^2 value), the regression coefficient (Beta coefficient) and the P-values for the significance of each relationship.

Correlation coefficients has been used to quantitatively describe the direction and magnitude of the association between the variables. According to Hair (2016) the Pearson correlation coefficient measures the degree of linear association between two variables. The scale varies between -1.00 to +1.00, whereas zero (0) represents absolutely no relationship between the three variables. Model Specification of the study, the relationship between CRM and Customer Satisfaction variables is formulated as:

$$CS = \beta_0 + \beta_1NWQ + \beta_2PRV + \beta_3CRE + \beta_4LYP + e$$

*Where: CS = Overall Customer Satisfaction; NWQ= Network Quality; PRV = Perceived Value; CRE = Customer Relational Experience; LPR = Loyalty Program; e = error term, β_0 = constant term $\beta_{1, 2, 3, 4, 5}$ = coefficients of the predictor variables.

3.8. Ethical Consideration

Prior to the start of this research task, informed consent has inquired from the managements of Ethio Telecom. The approval request (consent) form for this study has been granted from St Mary University and formal consent of the targeted respondents has also be obtained from each participant prior to the commencement of data collection. The student researcher undertakes to protect the rights of the respondents by ensuring that none of the respondents has marked during the study or any subsequent thesis and that the respondents has been chosen to participate without coercion.

CHAPTER FOUR

DATA ANALYSIS AND INTERPRETATIONS

This chapter displays the major findings, analysis and discussion of the sample population based on the primary data gathered from customers of Ethio Telecom. The information obtained from the respondents was summarized using frequency distribution. The summarized data was then analysed by using descriptive, correlation and regression to check the hypothesis and answer the research question. Data was analysed using SPSS version 20. Accordingly, first the sample respondents' information was presented using frequency and valid percent. Then customer's level of agreement and disagreement for each dimension and the dependent variable, customer satisfaction, presented using the aggregated mean value. At last results of correlation and regression analysis are presented and discussed.

After distributing 384 questionnaires to the targeted customers of Ethio Telecom, a total of 347 questionnaires were collected which accounted for 90.4% of the total distributed questionnaires. Then, further screened for missing data and other inconsistency, it was found 305 valid and usable questionnaires for statistical analysis

4.1. Demographic Characteristics of the Respondents

The first part of the questionnaire consists of the demographic characteristics of the respondents. It requested a limited amount of information related to their personal and socio-demographic status. Accordingly, the following variables such as sex, age, education and customer category were summarized and described in the subsequent figures below.

Table4.1: Demographic Characteristics of the Respondents

| Category | Freq. | Percent (%) |
|-------------------|--------------|--------------------|
| Sex | | |
| Female | 163 | 53.3% |
| Male | 142 | 46.7% |
| Total | 305 | 100% |
| Age/ Years | | |
| 18 – 30 | 115 | 38.0% |
| 31 – 45 | 102 | 33.4% |
| 46 – 60 | 56 | 18.4% |

| | | |
|--------------------------|------------|-------------|
| >60 | 31 | 10.2% |
| Total | 305 | 100% |
| Education | | |
| High school Certificate | 78 | 25.8% |
| First Degree | 127 | 17.2% |
| Masters & above | 48 | 42.1% |
| Others | 52 | 15.9% |
| Total | 305 | 100% |
| Customer Category | | |
| Individual | 212 | 69.5% |
| Corporate | 93 | 30.5% |
| Total | 305 | 100% |

(Source: Own Survey, 2021)

The results on Table 4.1 showed that out of 305 respondents participated in this study, both male 163 (53.4%) and female customers shared similar proportions 142 (46.6%) even though male respondents were slightly higher in number. This implies that almost equal number of male and female respondents participated in this study.

In terms of the age range of the respondents, majority 116(38.0%) was found within 18 - 30 years old followed by 102(33.4%) and 56(18.4%) were found within the age range of 31 – 45 years and 46 – 60 years respectively. The rest 31(10.2%) were above 60 years old. This indicates that adult respondents below 45 years old were larger in number than elders. It's true that about 70% of Ethiopian population is young and they are very fond of smart phone and internet services.

This finding is relevant in its indication that subscribers of Ethio Telecom are respondents from all age groups, young to the elders. It is noteworthy to acknowledge that this phenomenon is largely due to the nature of the telecom service category, as communication has become necessity to users regardless of their age. However, it would be interesting to cross reference this finding with findings regarding other variables and see if there's valuable insight to arrive at.

Their educational backgrounds reflected that the majority 127 (42.1%) of the respondents were first degree holders followed by 78 (25.8%) high school certification, 52 (17.2%) diploma and the rest 48 (15.9%) Master's and Ph.D. hold respectively. Almost two fifth of the respondents

were well-educated and it was a good opportunity to get respondents with possibility of understanding the questions and overall purpose of this survey would be higher.

Finally, majority of the respondents were individual customer which comprises 212(69.5%) while the rest 93(30.5%) represents the corporate customers. Ethio Telecom’s customers are categorized into two basic groups - individual and corporate customers. It is evident that the company’s individual customers are more in number.

In general, it can be concluded that the overall demography of the respondents was characterized by domination of both male and female respondents, well-educated adults under individual customer category. Majority of the respondents were individual than corporate customers who subscribed for voice and internet services.

4.2. Descriptive Analysis

Under the description of study variables, summary of CRM dimensions (network quality, perceived value, relational experience) and Customer Satisfaction are discussed. Respondents evaluated this dimension with five-point Likert scale. According to Best (1987), the scale is set in such a way that respondents strongly disagreed if the mean scored value is in the range of 1.00 – 1.80; disagreed within 1.81 – 2.60; neither agreed nor disagreed within 2.81 - 3.40; agreed if it is in the range of 3.41 – 4.20; while strongly agreed when it falls within 4.21 – 5.00. In addition, standard deviation shows the variability of an observed response.

Table 3.2: Descriptive Statistics

Descriptive Statistics

| | N | Mean | Std. Dev. |
|-----------------------|-----|------|-----------|
| Network Quality | 305 | 3.76 | 1.236 |
| Perceived Value | 305 | 4.00 | 1.241 |
| Relational Experience | 305 | 3.90 | 1.201 |
| Loyalty Program | 305 | 4.54 | 1.168 |
| Customer Satisfaction | 305 | 3.82 | .996 |
| Valid N (listwise) | 305 | | |

(Source: Own Survey, 2021)

Referring the results on Table 4.2, the grand mean of network quality dimension was found to be 3.76 (Std. 1.236). It indicates that the majority respondents inclined to agree on the importance of network quality on their satisfaction. The standard deviation indicates considerable variation of the respondents in regards to the quality of the network. This implied that adequate network coverage, clarity/ speed, ease of connection to other services and company's innovativeness and staffs' technological knowledge influences the respondents' satisfaction level.

Referring the perceived value (grand mean, 4.00 with Std. 1.201) reveals majority of the respondents agreed on Ethio Telecom service worth value for money. Besides, the ease of use, its conveniency, exceeding user's expectation and feeling of using the service has value affect the respondents' level of satisfaction. This has an implication that consumer's benefit exceeds compared to what they paid.

As far as relational experience dimension, the grand mean of 3.90 (Std. 1.201) indicates that the respondents agreed on provision of prior information, courteousness of employee, utilization of simple procedure, and ease of transfer. However, they neither agree nor disagree on feeling safe transaction with Ethio Telecom, though variation in their perception was evident with Std. of 1.201. This implies the company went to a basic step in satisfying what the respondents' wanted in the market through problem recognition, information search, choice and post decision evaluation

The grand mean (4.54) of loyalty program dimension illustrates that loyalty programs in terms of offering discount, providing low charge during holidays, offering gifts and regular information update lead to increase satisfaction level of Ethio Telecom customers. This implies that the company loyalty program might give a customer advanced access to new products, and special sales discounts.

Customer satisfaction refers to the extent to which customers are happy with the products and services provided by a business. In this regard, the total mean of this dimension was found to be 3.82. It implies that majority of the respondents were satisfied with the overall service provided by Ethio Telecom this leads to customers loyal to the company and reflect positive word of mouth as well as recommend to others to use the company service.

4.3. Inferential Statistics

Inferential statistics comprises different tests namely correlation analysis among variables, assumption of data test for their suitability or fitness to the intended regression analysis model namely normality, collinearity, linearity and homoscedasticity, and regression analysis. Finally, the multi-regression analysis in terms of model summary, ANOVA test and determination of beta coefficients are conducted to address the objectives of this study.

4.3.1. Correlation Analysis

The study conducted a Pearson correlation analysis to measure the strength of linear association between two variables. Correlations are perhaps the most basic and most useful measure of association between two or more variables (Marczyk, Dematteo & Festinger, 2005). It helps in determining the strength of association in the model. Pearson correlation coefficients reveal magnitude and direction of relationships (either positive or negative) and the intensity of the relationship (-1.0 + 1.0). To interpret the direction and strengths of relationships between variables, the guidelines suggested by Field (2005) were followed. His classification of the correlation coefficient (r) refers 0.1– 0.29 is weak; 0.3 – 0.49 is moderate; and ≥ 0.5 is strong.

Table4.3: Correlation Analysis

| Correlations | | NTQ | PEV | LOP | REX | COS |
|--------------|---------------------|--------|--------|--------|--------|--------|
| NTQ | Pearson Correlation | 1 | .359** | .439** | .585** | .718** |
| | Sig. (2-tailed) | | .000 | .000 | .000 | .000 |
| | N | 305 | 305 | 305 | 305 | 305 |
| PEV | Pearson Correlation | .359** | 1 | .325** | .134* | .493** |
| | Sig. (2-tailed) | .000 | | .000 | .019 | .000 |
| | N | 305 | 305 | 305 | 305 | 305 |
| LOP | Pearson Correlation | .439** | .325** | 1 | .442** | .649** |
| | Sig. (2-tailed) | .000 | .000 | | .000 | .000 |
| | N | 305 | 305 | 305 | 305 | 305 |
| REX | Pearson Correlation | .585** | .134* | .442** | 1 | .594** |
| | Sig. (2-tailed) | .000 | .012 | .000 | | .000 |
| | N | 305 | 305 | 305 | 305 | 305 |
| COS | Pearson Correlation | .718** | .504** | .649** | .594** | 1 |
| | Sig. (2-tailed) | .000 | .000 | .000 | .000 | |
| | N | 305 | 305 | 305 | 305 | 305 |

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

As can be observed from the Person correlation result, the correlations between the dependent and independent variables were statistically significant. In addition, the statistical evidence depicted that all independent variables have strong positive correlation with customer satisfaction with Person correlation coefficient of .718, .504, .649, .594 of network quality, perceived value, loyalty program and relational experience at p-value < 0.05.

4.3.2. Regression Analysis

4.3.2.1. Assumption Tests of Linear Regression Model

Question 2. Linear regression is an analysis that assesses whether one or more predictive variables explain the dependent (criterion) variable. The regression assumptions are Multicollinearity, Homoscedasticity and Normality test.

4.3.2.1.1. Multicollinearity Test

According to Brooks (2008), Multicollinearity will occur when some or all of the independent variables are highly correlated with one another According Burns and Bush (2003), the VIF is a single number, and a rule of thumb is that as long as the VIF is less than 10, multi-collinearity is not a concern. With a VIF of greater than 10 associated with any independent variable in the multiple regression equation, it is prudent to remove that variable from consideration or to otherwise reconstitute the set of independent variables.

Table4.4: Collinearity Test

| Coefficients ^a | | | |
|---------------------------|-------------------------|------|-------|
| Model | Collinearity Statistics | | |
| | Tolerance | VIF | |
| 1 | Network Quality | .563 | 1.777 |
| | Perceived Value | .815 | 1.226 |
| | Loyalty Program | .714 | 1.400 |
| | Relational Experience | .600 | 1.667 |

a. Dependent Variable: COS

(Source: Own Survey, 2021)

4.3.2.1.2. Homoscedasticity

The normal Q-Q chart plots the values one would expect to get if the distribution were normal (expected values) against the values actually seen in the data set (observed values). The expected values are a straight diagonal line, whereas the observed values are plotted as individual points. If the data are normally distributed, then the observed values (the dots on the chart) should fall exactly along the straight line (meaning that the observed values are the same as you would expect to get from a normally distributed data set). Any deviation of the dots from the line represents a deviation from normality. Therefore, the Q-Q plot of the all variable considered in this study looks like a straight line with a wiggly snake wrapped around it, then it showed little deviation from normality.

In Figure 4.1, it shows that each of the overall outcome against the predictor variable. The plot shows that how the points are randomly and evenly dispersed throughout the plot. And, these patterns are indicative of a situation in which the assumption of linearity and homoscedasticity have been met.

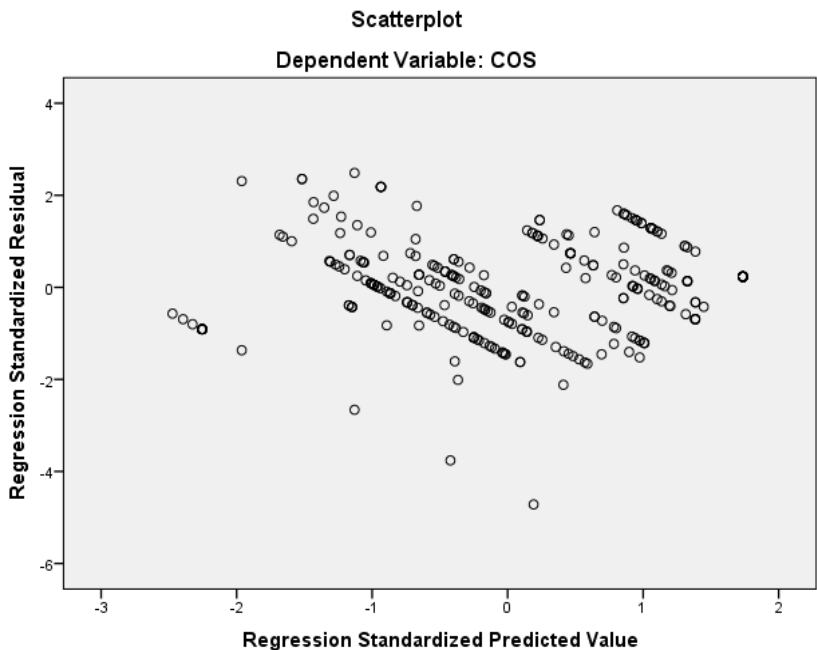


Figure4.1: Homoscedasticity Test

4.3.2.1.3. Multivariate Normality Test

To check that a distribution of scores is normal, it needs to look at the values of Kurtosis and Skewness. Both of which have an associated standard error. The values of skewness and kurtosis should be zero in a normal distribution. Positive values of skewness indicate a pile-up of scores on the left of the distribution, whereas negative value indicates a flat distribution. The further the value is from zero, the more likely it is that the data are not normally distributed.

Table4.5: Normality Test

Descriptive Statistics

| | N | Skewness | | Kurtosis | |
|--------------------|-----|-----------|------------|-----------|------------|
| | | Statistic | Std. Error | Statistic | Std. Error |
| NTQ | 241 | -.579 | .157 | -1.029 | .312 |
| PEV | 241 | -.712 | .157 | -.865 | .312 |
| LOP | 241 | -.195 | .157 | -.835 | .312 |
| REX | 241 | -.822 | .157 | -.528 | .312 |
| Valid N (listwise) | 241 | | | | |

(Source: Own Survey, 2021)

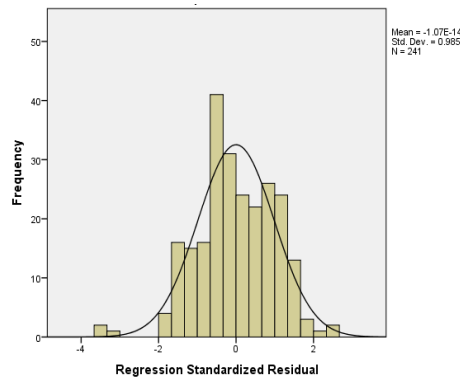


Figure4.2: Frequency distribution of standardized residual

Both of which have an associated standard error. However, the actual value of skewness and kurtosis are not, in themselves, informative. Instead, it needs to take the value and convert it to a z-score. The z-score is simply a standardize score from a distribution that has Mean of 0 and standard deviation of 1.0. As presented in Table 4.5, all service marketing mix elements was found to be within acceptable range (skewness within -2.0 to 2.0; and Kurtosis within -3.0 to 3.0).

4.3.2.1.4. Multiple Linear Regression Analysis

According to Marczyk (2005), linear regression is a method of estimating or predicting a value on some dependent variable given the values of one or more independent variable. Hence, in this study, multiple regression analysis is used to know by how much the independent variables i.e., customer relationship management dimensions explain the dependent variable - customer satisfaction.

Model Summary

Table4.6: Model Summary

Model Summary^b

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | Durbin-Watson |
|-------|-------------------|----------|-------------------|----------------------------|---------------|
| 1 | .843 ^a | .710 | .707 | .54407 | .837 |

a. Predictors: (Constant), REX, PEV, LOP, NTQ

b. Dependent Variable: COS

(Source: Own Survey, 2021)

In the above table, the R^2 is a statistical measure of how close the data are to the fitted regression line. It is the coefficients of multiple determination for multiple regression. The value of R^2 implies .710 (71.0%) of the variance in the dependent variable (customer satisfaction) can be predicted from the CRM variables. The remaining 29.0% of the variation in the dependent variable is not explained.

Table4.7: ANOVA Test

ANOVA^a

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|-------|------------|----------------|-----|-------------|---------|-------------------|
| 1 | Regression | 217.868 | 4 | 54.467 | 184.000 | .000 ^b |
| | Residual | 88.805 | 300 | .296 | | |
| | Total | 306.674 | 304 | | | |

a. Dependent Variable: COS

b. Predictors: (Constant), REX, PEV, LOP, NTQ

(Source: Own Survey, 2021)

The ANOVA table shows the overall significance/acceptability of the model from a statistical perspective. As the significance value of F statistics shows a value of 184.000 and p-value (.000), which is less than $p < 0.05$, the model is significant. This indicates that the variation explained by the model is not due to chance.

Table 4.8: Estimated regression Coefficients
Coefficients^a

| Model | Unstandardized Coefficients | | Standardized Coefficients | T | Sig. |
|------------|-----------------------------|------------|---------------------------|-------|------|
| | B | Std. Error | Beta | | |
| (Constant) | .420 | .119 | | 3.525 | .000 |
| 1 NTQ | .296 | .032 | .379 | 9.150 | .000 |
| PEV | .149 | .023 | .225 | 6.554 | .000 |
| LOP | .281 | .032 | .322 | 8.750 | .000 |
| REX | .165 | .033 | .200 | 4.975 | .000 |

a. Dependent Variable: COS
(Source: Own Survey, 2021)

Where, COS= Consumer Satisfaction, NTQ = Network Quality, PEV = Perceived Value, LOP = Loyalty Program and REX = Relational Experience $\beta_0 = \text{Constant}$, β_1 to $\beta_4 = \text{beta coefficients}$, and $e = \text{error terms}$.

$$\text{COS} = .420 + .296\text{NTQ} + .149\text{PEV} + .281\text{LOP} + .165\text{REX}$$

The data findings analyzed also shows that taking all other independent variables at zero, a unit increase in network quality will lead to a 29.6 % increase in customer satisfaction in the case of Ethio Telecom. A unit increase in perceived value will lead to a 14.9 % increase in customer satisfaction in the case of Ethio Telecom; a unit increase in loyalty program will lead to a 28.1% increase in customer satisfaction in the case of Ethio Telecom and a unit increase in relational experience will lead to a 16.5 % increase in customer satisfaction in the case of Ethio Telecom.

4.4. Discussion of Findings

This study was aimed to examine the effect of CRM on customer preference on Ethio Telecom Company in Addis Ababa through network quality, perceived value, loyalty program and

relational experience were selected as determinant of strong customer satisfaction since they had been used by various researchers as clearly indicated in literature review part. For the purpose of this study four hypotheses were developed, brief discussion on each hypothesis is given below.

Overall, the independent variables in the multi-regression analysis explained .710 of the variances (R squared) in the dependent variable of customer satisfaction. Hence 71.0% positive change in the level of customer satisfaction investigated in Ethio Telecom could be interpreted as resulting from increased on the independent variables (network quality, perceived value, loyalty program and relational experience).

Specifically, Network Quality has positive and significant effect on customer satisfaction. This is supported at $\beta = 0.296$ and p value of 0.000. Availability, reliability and stability of the network are key in customer satisfaction. This result is in line with Reichheld's (1996) study. Perceived value has positive and significant effect on customer satisfaction. This is supported at $\beta = 0.149$ and p value of 0.000. Sabol (2002) argue that customer value is a superordinate goal and customer-perceived value has been found to be a major contributor to customer satisfaction. Loyalty Program has also positive and significant effect on customer satisfaction. This is supported at $\beta = 0.281$ and p value of 0.000. O'Brien and Jones (1995) suggest that the major factors that customers consider when evaluating programs are the relative value of awards and the likelihood of achieving a reward. Furthermore, the likelihood of achieving a reward is a function of cumulative buying thresholds and time constraints. Relational Experience has positive and significant effect on customer satisfaction. This is supported at $\beta = 0.165$ and p value of 0.000. good relationship quality could reduce service uncertainty and risk for the purpose of increasing customers' reliability to develop long-term relationships (Crosby, 1990; Li & Ho, 2008). In other words, higher quality of relationship creates association between service providers and customers, and fosters long-term stable exchanges where both parties can gain mutual benefits (Singh, 2008).

In conclusion, the four dimensions namely network quality, perceived value, loyalty program and relational experience attributes showed positive and significant impact on customer satisfaction. It is supported by findings of Padmavathy(2012). Based on these results, all the four proposed hypotheses were supported as summarized below.

Table4.9: Summary of the Research Hypothesis Test Result

| Hypothesis | Decision | Reason |
|--|-----------|-----------------------------|
| H1: Network Quality has positive and significant effect on customer satisfaction | Supported | $\beta = 0.296$; $p < .05$ |
| H2: Perceived Value has positive and significant effect on customer satisfaction | Supported | $\beta = 0.149$; $p < .05$ |
| H3: Loyalty Program has positive and significant effect on customer satisfaction | Supported | $\beta = 0.281$; $p < .05$ |
| H4: Relational Experience has positive and significant effect on customer satisfaction | Supported | $\beta = 0.165$; $p < .05$ |

(Source: Own Survey, 2021)

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Summary of Major Findings

The major findings of the study are summarized as follows:

Descriptive statistics

- Based on the results of the findings, the grand mean of network quality dimension was found to be 3.76 (Std. 1.236). It indicates that the majority respondents inclined to agree on the importance of network quality on their satisfaction.
- Referring the perceived value (grand mean, 4.00 with Std. 1.201) reveals majority of the respondents agreed on Ethio Telecom service worth value for money. Ease of use, its convenience, exceeding user's expectation and feeling of using the service has value affect the respondents' level of satisfaction.
- As far as relational experience dimension, the grand mean of 3.90 (Std. 1.201) indicates that the respondents agreed on provision of prior information, courteousness of employee, utilization of simple procedure, and ease of transfer.
- However, they neither agree nor disagree on feeling safe transaction with Ethio Telecom, though variation in their perception was evident with Std. of 1.201.
- The grand mean (4.54) of loyalty program dimension illustrates that loyalty programs in terms of offering discount, providing low charge during holidays, offering gifts and regular information update lead to increase satisfaction level of Ethio Telecom customers.
- The grand mean of customer satisfaction dimension was found to be 3.82. It implies that majority of the respondents were satisfied with the overall service provided by Ethio Telecom.

Inferential statistics

- The four variables of CRM namely network quality, perceived value, loyalty program and relational experience attributes have positive and strong relationship with customer satisfaction.
- The model summary of the multiple regression model also indicated that 71.0 % of the variance in customer satisfaction can be predicted by the CRM practices.
- The result observed in ANOVA test indicates that there is linear relationship between the predictors (independent variables) and the dependent variable with F statics value 184.000 and significant level of 0.000.
- The observed correlation analysis indicated that all CRM dimensions under this study have a strong positive and significant relationship on the dependent variables.

Specific Objective -1.

- The standardized β value indicated that network quality ($B= .296$, $p< .05$) dimensions have positive and significant effect on customer satisfaction.

Specific Objective -2.

- Perceived value ($B= .149$, $p< .05$) dimensions have positive and significant effect on customer satisfaction.

Specific Objective -3.

- Loyalty program ($B= .281$, $p< .05$) dimensions have positive and significant effect on customer satisfaction.

Specific Objective -4.

- Relational experience ($B= .165$, $p< .05$) dimensions have positive and significant effect on customer satisfaction.

5.2 Conclusion

The aim of this study was to investigate the effect of customer relationship management practices on customer satisfaction in the case of Ethio Telecom company in Addis Ababa. Some of the recommendations made might help the effective implementation of customer relationship management marketing practices so as to bring improvement in retaining the existing customers as well as create or attract new patron customers. The multiple linear regression analysis, based on the primary data collected through standardized questionnaire, were conducted with a total of 305 valid and usable responses. The objectives of the study were to investigate the influences of network quality, perceived value, loyalty program and relational experience dimensions of CRM on customer satisfaction of Ethio Telecom customers in Addis Ababa. Based on the findings summarized in the previous section, the following conclusions were drawn.

Results of the findings illustrated that network quality was found to be the first significant variable of Ethio Telecom customer satisfaction. Network coverage, speed, ease of connection, innovation and employee skills to solve problems have significant impact on satisfaction of customers in the context of Ethio Telecom service subscribers. Delivering a service performance is critical for satisfying customers. Customer satisfaction through service (network) quality helps in exceeding subscriber's expectation results in maintaining existing profitability and guarantee stable future at large. While the telecom industry is concerned with the frequent and almost daily purchase, most of Ethio Telecom services depend on the quality of its product and flawless continuity assures customer satisfaction which leads to sustainability.

As far perceived value have least effect on customer satisfaction increase level of customer satisfaction by using enhancing the value of ease of using service, value ease of convenience. This indicates that perceived value has significant impact on satisfaction of customers in Ethio Telecom. In this case, CRM positively influenced customer satisfaction in the telecom service as it is expected that customers often faced with issues related to network quality against the service charge they paid. Customers in developing countries in particular complained or do not believe that the value-for-money of telecom services due to their poor infrastructure (Hou, 2008). Since it has an implication that the existence of relationships among customer value-orientation, CRM could enhance the implementation of customer-related strategies results in assuring customer satisfaction resulted in improving customer repurchase intention and profitability at large. In

support of prior empirical research by Bolton & Drew (1991), perceived value has been identified as a major determinant of customer satisfaction in Ethiopian Telecom service context.

Similarly, the other significant factor in influencing customer satisfaction is relational experience. Ethio Telecom customers have good attitude regarding to procedures in the transaction, courteous employees, ease of transfer and provide reliable information lead to an increase satisfaction level of Ethio Telecom service subscribers. Relationship quality reflected the intensity of information sharing, communication quality, staff's competency and long-term orientation of the company. Especially in the context of service markets, customer satisfaction is achieved through high relationship quality perceived by customers which can be taken as key point for service providers to consolidate stable long-term relationship with their customers.

Finally, applicable loyalty program offered by the company had significant and positive effect on subscriber's satisfaction. Customers perceived Ethio Telecom positively that the company has good implementation in offering discount, low charge offer and update their customers when any change done on service change. Ethio Telecom loyalty programs that base rewards on seasonal purchasing (holiday gifts and sales discounts) are an explicit attempt to enhance customer satisfaction. Such programs encourage repeat buying and thereby improve profitability of the company by providing incentives for customers to purchase more frequently and in larger volumes. However, dynamically oriented promotions, such as loyalty programs, represent just one possible technique for increasing customer satisfaction. Repeat buying may also be encouraged through various means such as short-term discounts on goods or reduced service charges. Therefore, it is important to develop models that can simultaneously estimate the influence of dynamic and current factors on long term customer satisfaction and organizational sustainability.

It can be concluded that customer relationship management had positive and significant effect on customer satisfaction in Ethiopian Telecom company's context. Customers perceived the network quality, perceived value of the service, relational experience and applicable loyalty program positively. Improvement in CRM practices will have the influence to improve the level of customer satisfaction. Ethio Telecom makes its CRM as strong and reliable, then the customer would be more satisfied. The increase in the satisfaction level will allow the customer to come again and again to use the company's products and that will increase the sales level of the company which causes the increase in organizational profit.

5.3. Recommendations

Based on the conclusions drawn in the previous section, the following measures are recommended for Ethio Telecom in order to reach the ultimate benefits from the implementation of CRM activities and enhance customer satisfaction.

- In order to enhance customer satisfaction, the company should make continuous effort to enhance the CRM dimensions specially the Network quality, loyalty program, relational experience, which has significant effect on customer satisfaction.
- As the findings of the study showed the network quality has the highest influence on customer satisfaction. Hence customer service department should enhance the awareness of frontline employees regarding CRM through frequent staff training the current customer request handling pace trained to act in a manner that recognizes customers as a valuable asset. Utilize the company technology and the CRM implementation activities in collecting the necessary customer data that will help in customizing the service offered by the company.
- The loyalty program dimensions also have strong effect next to network quality on customer satisfaction. Customer journey department should focus on loyalty program by offering discount, gift, and low charge during holidays in order to increase brand loyalty of the company.
- In order to increase the perceived value, marketing department were advised work hard in identifying the important values like ease of using, ease of convenience from the customer's perspective and try to be make more customers satisfy on the company service.
- It is recommended that need investment on relational experience dimension this can be done through making transactions simple and provide reliable information by making employees more treating their customers properly. This leads to customers to build feeling of security regarding to Ethio Telecom service.

5.4 Further Research

Further research is suggested on investigating regarding the effectiveness of CRM on either the individual customers or corporate customer's perspective. Besides, more customers and other stakeholders from different regional states need to be assessed to have a clear picture regarding the impact of CRM practices on consumer behaviour.

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Appendix – I Survey Questionnaire



**ST. MARY'S UNIVERSITY, SCHOOL OF GRADUATE STUDIES
DEPARTMENT OF MARKETING MANAGEMENT**

Dear Respondent,

My name is Meskerem Eskinder, a postgraduate student at St. Mary's University, School of graduate studies. I am conducting my study entitled "the effect of customer relationship management practices on customer satisfaction in the case of Ethio Telecom in Addis Ababa. Ethio Telecom is one of the main government-monopolized institutions which plays significant role in the development of telecommunication and Information technology infrastructures of the country. The company implemented customer relationship management for a decade but it suffers from escalating customer complaints. It needs to examine or evaluate the network quality, relational experience, perceived value and loyalty program effectivity on customer satisfaction. Your valuable feedback would enhance the ability of the company's management in better understanding of the consumers' perception and preference in regards to improving the scope and quality of its social obligations. The study is purely for academic purpose and thus does not affect you in any case. Your genuine, frank, timely response is vital for the success of the study. Therefore, I kindly request you to oblige and respond to each question item carefully.

Note: - No needs of writing your name; where alternative answers are given and put "x" mark on your choice where necessary; and please return the completed questionnaire in time.

Thank you!

Meskerem Eskinder

Telephone – +251 901956404

Email – MeskeremEskinder@gmail.com

Part I. Personal Information

Note: - Please mark [X] in the appropriate box to indicate your choice

1. Sex Female Male
2. Age (years) below 30 30 – 45 46 – 60 >
3. Education Highschool Degree Masters & Above
- Other, please specify_____
4. Employment Employed Unemployed Self-employed
- Others, please specify.....

Part II. Study Variables –

Customer relationship management and customer satisfaction

Please rate the extent to which you perceive the company’s practices by ticking “√” the appropriate number against each statement. There are no right or wrong answers. What is expected from you is to select the best choice among given alternatives in order to show your perceptions about the aforementioned variables.

- Score Level - Strongly Agreed (SA)=5, Agreed (A)=4, Neither agreed or disagreed (N)=3, Disagreed (DA)=2, and Strongly disagreed (SDA)=1

| Description | SD | D | N | A | SA |
|--|----|---|---|---|----|
| Network Quality | 1 | 2 | 3 | 4 | 5 |
| Providing adequate network coverage | | | | | |
| Network clarity/ speed for call to other services | | | | | |
| Ease of connection to other service providers like banks, electricity, etc. | | | | | |
| Network innovativeness ability to use current technology to improve services | | | | | |
| Employee have technological knowledge/ skills in solving customer problems | | | | | |

| Perceived Value | 1 | 2 | 3 | 4 | 5 |
|---|----------|----------|----------|----------|----------|
| Ethio Telecom is good value for money | | | | | |
| I value the ease of using Ethio Telecom services | | | | | |
| I value the convenience of using Ethio Telecom services | | | | | |
| Compared to what to give up, the overall ability of Ethio Telecom to satisfy my wants and needs is high | | | | | |
| Overall, the value of Ethio Telecom to me is high | | | | | |
| Relational Experience | 1 | 2 | 3 | 4 | 5 |
| I feel safe with Ethio Telecom | | | | | |
| The employees are courteous | | | | | |
| Simple procedures in transactions | | | | | |
| I am provided with prior information on planned activities | | | | | |
| Ease of making electronic transaction/ transfers | | | | | |
| Loyalty Program | 1 | 2 | 3 | 4 | 5 |
| Ethio Telecom always accumulates reward points for its customers | | | | | |
| Ethio Telecom offers discounts(economic incentives) to its customers | | | | | |
| I enjoy low charges during off-peak hours/ holidays | | | | | |
| Ethio Telecom offers gifts | | | | | |
| I am regularly updated on service changes | | | | | |
| Consumer Satisfaction | 1 | 2 | 3 | 4 | 5 |
| Ethio Telecom has met my expectations | | | | | |
| I recommend Ethio Telecom service to others | | | | | |
| I would say positive things about Ethio Telecom | | | | | |
| Overall, I am satisfied with Ethio Telecom's services | | | | | |

Many thanks for your valued time!!!



የቅድስት ማርያም ዩኒቨርሲቲ፤

የድህረ ምረቃ ትምህርቶች ትምህርት ቤት

የግብይት አስተዳደር ክፍል

ውድ ተጠሪ ፤

ስሜ መስከረም እስክንድር እባላለሁ። በቅድስት ማርያም ዩኒቨርሲቲ የድህረ ምረቃ ትምህርት ቤት የድህረ ምረቃ ተማሪ ነኝ ፤ ። ጥናቴን እያካሄድኩ ያለሁት “የደንበኞች ግንኙነት አስተዳደር ልምምዶች በአዲስ አበባ በኢትዮ ቴሌኮም ጉዳይ ላይ በደንበኞች እርካታ ላይ ነው ። ኢትዮ ቴሌኮም በአገሪቱ በቴሌኮሙዩኒኬሽንና በኢንፎርሜሽን ቴክኖሎጂ መሠረተ ልማቶች ልማት ከፍተኛ ሚና ከሚጫወቱ በመንግሥት በሞኖሎጂ ከተያዙ ተቋማት አንዱ ነው ። ከባንደው የደንበኞችን ግንኙነት አስተዳደር ለአስር ዓመታት ተግባራዊ ቢያደርግም የደንበኞችን ቅሬታዎች በማባባስ ይሰቃያል ። በደንበኞች እርካታ ላይ የኔትወርክን ጥራት ፣ የግንኙነት ተሞክሮ ፣ የተገነዘበ እሴት እና የታማኝነት መርሃግብር ውጤታማነትን መመርመር ወይም መገምገም ይፈልጋል ። የእርስዎ ጠቃሚ ግብረመልስ የከባንደው አመራሮች ማህበራዊ ግዴታዎች ወሰን እና ጥራትን ለማሻሻል የሽማግሌዎችን ግንዛቤ እና ምርጫ በተሻለ የመረዳት ችሎታን ያሳድጋል ። ጥናቱ ለአካዳሚክ ዓላማ ብቻ ስለሆነ በማንኛውም ሁኔታ እርስዎ ላይ ተጽዕኖ አያሳርፉም ። ለጥናቱ ስኬት እውነተኛ ፣ ግልጽ ፣ ወቅታዊ ምላሽዎ በጣም አስፈላጊ ነው ። ስለሆነም ለእያንዳንዱ የጥያቄ እቃ በጥንቃቄ እንድታስገቡ እና እንድትመልሱ በአክብሮት እጠይቃለሁ ።

ማስታወሻ: - ስምዎን ለመጻፍ አያስፈልግም; አማራጭ መልሶች የሚሰጡበት እና አስፈላጊ በሚሆንበት ምርጫዎ ላይ የ “x” ምልክት የሚያደርጉበት ቦታ; እና እባክዎን የተጠናቀቀውን መጠይቅ በወቅቱ ይመልሱ።

አመሰግናለሁ!

መስከረም እስክንድር

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ክፍል I የግል መረጃ

ማስታወሻ: - ምርጫዎን ለማመልከት እባክዎ [X] ን በተገቢው ሳጥን ውስጥ ምልክት ያድርጉበት

1. ያታ ሴት ወንድ
 2. ዕድሜ (ዓመታት) ከ 30 በታች 30 - 45 46 - 60. > 60
 3. ትምህርት ደግሪ ማስተርስ ፒኤች. ዲ ሌላ ፣
- እባክዎ ይግለጹ _____
4. ሥራ. ሠራተኛ ሥራ ፈጣሪ የግል ስራ.
- ሌላ፣ እባክዎ ይግለጹ.....

ክፍል II. የጥናት ተለዋዋጮች

የደንበኛ ግንኙነት አስተዳደር እና የደንበኞች እርካታ

በእያንዳንዱ መግለጫ ላይ ተገቢውን ቁጥር ላይ “√” ምልክት በማድረግ እባክዎ የድርጅቱን አሠራር ምን ያህል እንደሚገነዘቡ ደረጃ ይስጡ። ትክክለኛ ወይም የተሳሳቱ መልሶች የሉም ። ስለተጠቀሱት ተለዋዋጮች ያለዎትን ግንዛቤ ለማሳየት ከእርስዎ የሚጠበቀው ከተሰጡት አማራጮች መካከል ምርጥ ምርጫን መምረጥ ነው ።

❖ የውጤት ደረጃ - በጥብቅ የተስማሙ (በጣም እስማማለሁ) = 5 ፣ (እስማማለሁ) = 4 ፣ (እርግጠኛ አይደለሁም) = 3 ፣ (አልስማማም) = 2 ፣ (በጣም አልተስማሙም) = 1

| የአውታረ መረብ ጥራት | 1 | 2 | 3 | 4 | 5 |
|---|----------|----------|----------|----------|----------|
| በቂ የአውታረ መረብ ሽፋን መስጠት | | | | | |
| ለሌሎች አገልግሎቶች ለመደወል የአውታረ መረብ ግልፅነት / ፍጥነት | | | | | |
| እንደ ባንኮች ፣ ኤሌክትሪክ ፣ ወዘተ ካሉ ሌሎች አገልግሎት ሰጭዎች ጋር ያለው ግንኙነት ቀላልነት | | | | | |
| አገልግሎቶችን ለማሻሻል ወቅታዊ ቴክኖሎጂን የመጠቀም የአውታረ መረብ ፈጠራ ችሎታ | | | | | |
| ሠራተኛ የደንበኞችን ችግሮች በመፍታት ረገድ የቴክኖሎጂ ዕውቀት / ችሎታ አለው | | | | | |
| የተገነዘበ እሴት | 1 | 2 | 3 | 4 | 5 |
| ኢትዮ ቴሌኮም ለገንዘብ ጥሩ ዋጋ አለው | | | | | |
| የኢትዮ ቴሌኮም አገልግሎቶችን ለመጠቀም ቀላል እንደሆነ እቆጥረዋለሁ | | | | | |

| | | | | | |
|---|----------|----------|----------|----------|----------|
| የኢትዮ ቴሌኮም አገልግሎቶችን መጠቀም ይመቸኛል | | | | | |
| መተው ከሚገባው ጋር ሲነፃፀር የኢትዮ ቴሌኮም ፍላጎቴን እና ፍላጎቴን የማርካት አጠቃላይ አቅም ከፍተኛ ነው | | | | | |
| በአጠቃላይ የኢትዮ ቴሌኮም ዋጋ ለእኔ ከፍተኛ ነው | | | | | |
| ተዛማጅ ተሞክሮ | 1 | 2 | 3 | 4 | 5 |
| ከኢትዮ ቴሌኮም ጋር ደህንነት ይሰማኛል | | | | | |
| ሰራተኞቹ ጨዋዎች ናቸው | | | | | |
| በግብይቶች ውስጥ ቀላል አሰራሮች | | | | | |
| በታቀዱ ተግባራት ላይ ቀደምት መረጃ ተሰጥቶኛል | | | | | |
| የኤሌክትሮኒክ ግብይት / ማስተላለፍ ቀላልነት | | | | | |
| የታማኝነት ፕሮግራም | 1 | 2 | 3 | 4 | 5 |
| ኢትዮ ቴሌኮም ሁልጊዜ ለደንበኞቹ የሽልማት ነጥቦችን ይሰበስባል | | | | | |
| ኢትዮ ቴሌኮም ለደንበኞቹ ቅናሽ (ኢኮኖሚያዊ ማበረታቻዎች) ይሰጣል | | | | | |
| ከፍተኛ የሥራ ባልበዛባቸው ሰዓቶች / በዓላት ወቅት ዝቅተኛ ክፍያዎች ደስ ይለኛል | | | | | |
| ኢትዮ ቴሌኮም ስጦታዎችን ይሰጣል | | | | | |
| በአገልግሎት ለውጦች ላይ በመደበኛነት ዘምኛለሁ | | | | | |
| የሽማግሌዎች እርካታ | 1 | 2 | 3 | 4 | 5 |
| ኢትዮ ቴሌኮም የጠበቅኩትን አሟልቷል | | | | | |
| የኢትዮ ቴሌኮም አገልግሎት ለሌሎች እንዲሰጥ እመክራለሁ | | | | | |
| ስለ ኢትዮ ቴሌኮም አዎንታዊ ነገሮችን እላለሁ | | | | | |
| በአጠቃላይ በኢትዮ ቴሌኮም አገልግሎቶች ረክቻለሁ | | | | | |

ስለ ውድ ጊዜዎ በጣም አመሰግናለሁ !!!